TONY ROBBINS

MASTERING INFLUENCE®

ACTION WORKBOOK

10 Steps to Master the Art of Persuasion

MASTER THE POWER OF INFLUENCE TODAY!

Dear Friend,

Welcome to *Mastering Influence®: 10 Steps to Master the Art of Persuasion* and congratulations on your decision to step up and take your life to the next level. First, I want to express how much I respect you for your commitment to improving yourself. There are plenty of people who talk about improving themselves, but few people actually do and I commend you for taking action.

For over four decades, I've had the privilege of working with more than 50 million people around the globe. And what I've learned – whether it was meeting with a high-powered Fortune 500 CEO, a star athlete or a working mom – is one fundamental truth: Our ability to influence is the greatest power we can have.

Influence affects everything about us. Our emotional connection with ourselves and others deeply affects our career, our finances, how we raise our children and even how we treat our bodies. Those who master the art of influence have the ability to move people emotionally and tremendously impact what they do. Influencers contribute beyond themselves and positively lead others.

This 10-day system is designed to help you become a master influencer in all of the areas of your life. In addition to giving you timeless sales strategies, *Mastering Influence®* is also designed to help you increase the quality of your life, discover new ideas and implement innovative ways to create more possibilities.

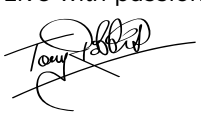
To help guide you through this program, I have the distinct privilege of introducing you to Joseph McClendon III, a renowned coaching and sales expert. Joseph has conducted training for countless Fortune 500 companies around the world. In addition, he has taught leadership, advanced communication and human influence coursework at the University of California. He's also one of my dearest friends, and I'm grateful that he's sharing his expertise with you.

So let's begin! It's certainly up to you to decide how you want to approach this audio training system, but if you are truly looking to maximize your results, I recommend these three tips:

1. **Play full out!** When asked a question in the audio training, respond out loud along with the studio audience and respond honestly.
2. **Use this Action Workbook** to review key concepts and complete your assignments right away! Also, record any additional thoughts or feelings about what you've learned and how you might use it.
3. **Carry your Power Tools flashcards (Summary Cards)** with you. Use them right before sales calls, meetings with your boss and important interactions (with your children for example). Remember, every situation you encounter is affected by your ability to influence.

I hope you enjoy this program, and thank you for allowing me to share it with you as you create new possibilities for yourself and those around you. Remember that everything you already have accomplished – and everything you strive to achieve – comes from your ability to master this power of extraordinary influence.

Live with passion!



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NOTES

"Influence: there is no greater power to move people to action; to achieve extraordinary results; to create joy, happiness and fulfillment and to make a positive difference in the quality of people's lives."

– Tony Robbins

Whether you're a salesperson, a parent or simply a person trying to relate to other people, influence is one of the most important skills you can master. You need to be able to influence your government, your community, other people and most important, yourself. Your ability to influence affects how effective you are at raising your kids, advancing in your job, maintaining your health, growing your finances and fostering relationships that matter most to you.

The power to influence is the single most important skill you can master. It can literally give you the power to shape your destiny and alter the quality of life for yourself or anybody you really care about.

Think about the people who have shaped our society. How did people like John F. Kennedy, Martin Luther King Jr. and Susan B. Anthony make such a difference in the world? They had the ability to influence people's thinking.

If you come from a place of deep caring to develop a strong relationship with people, if you look for their deepest needs – not just what they say they want, but what their gut level wants and needs – and you help them to meet that, there will be no limit to the income, the joy and the deep friendships you have.

Definition

Decision

A true decision is about cutting yourself off from any other possibility. If you decide to master this material and utilize this cutting-edge technology for changing and influencing people, including yourself, you will absolutely succeed!

5 Steps to Mastery

These simple steps can help you master any area of your life:

1. **Initial Impact:** To create a change in your life, to make things the way you want them, you must make an initial impact.
2. **Repetition**: Repetition is the mother of skill. If you do something over and over again, you become a master.
3. **Utilization:** Apply what you learn. Don't just repeat it in your head; repeat it in your daily life.
4. **Integration:** When you begin integrating these concepts into your daily routines, they become effortless.
5. **Reinforcement:** If you don't use it, you'll lose it. The only way to stay strong is to continually use your new skill.

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The Learning Process

How do you go from being brand-new at something to becoming a master? Abraham Maslow, a founder of humanistic psychology, described four steps to learning:

1. **Unconscious Incompetence:** You don't know what you don't know.
2. **Conscious Incompetence:** You know that you don't know something.
3. **Conscious Competence:** You learn to do something but it takes your full concentration.
4. **Unconscious Competence:** You're a master! You can do something without having to think about it anymore.

Success Secrets of the World's Top 100 Salespeople

Most salespeople believe that closing is the key to sales success. This is the single biggest misconception in sales. The world's top salespeople have developed compelling reasons to tap into their full ability and give 1,000% every day.

80% of success and influence is finding a big enough why. 20% is figuring out how.

10 Strategies of Top Sellers

They have the ability to:

1. Affect their own emotional state
2. Manage the customer's state
3. Prepare themselves physically and emotionally
4. Prospect effectively and enjoy the process
5. Build trust
6. Create and sustain interest
7. Qualify prospects (find their deepest needs)
8. Give prospects a way to justify buying
9. Close the sale and obtain commitments
10. Button up the sale and create sales leverage

Your Commitment to Mastery

If you've made the decision to master this material, then I'd like you to make the following commitments right now.

1. **I commit to stretch myself.**
   I'm committed to taking this step because:

2. **I commit to being totally responsible for what I get out of this program.**
   I'm committed to taking this step because:

3. **I commit to being flexible.**
   I'm committed to taking this step because:

4. **I commit to being a team player.**
   I'm committed to taking this step because:

5. **I commit to manage my state at a high level of energy.**
   I'm committed to taking this step because:

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Your Assignment

What's the difference between the best influencers and everyone else? They have *compelling reasons* to get themselves to follow through. Don't leave this session until you give yourself some compelling reasons for mastering this material. Think about the following questions, then jot down your answers.

1. Why is this program a "must" for you?

2. What's your most compelling reason for mastering this material now?

3. How will it impact the quality of your life and those you care about?

"Definiteness of purpose is the starting point of all achievement."

– W. Clement Stone

People will not buy your product or service (or do their homework, take out the trash or buy you flowers) unless they feel pressure to do so. There are two kinds of pressure:

- **External pressure** created from the outside (such as through television or a salesperson's demands)
- **Internal pressure** created from the inside in the form of an innate desire for your product or service

Of the two, *internal pressure* is much more powerful since people buy for their own reasons.

The Twin Forces of Motivation: Pain and Pleasure

Two forces drive all human behavior: the desire to avoid pain and the desire to gain pleasure. **People will do far more to avoid pain than to get pleasure.**

If people do not buy, it's because they associate more *pain* to buying than not buying. If people do buy, it's because they associate more *pleasure* to buying than not buying.

As a persuader or a salesperson, you must sell consequences – positive consequences if they buy and negative consequences if they don't.

Questions in the prospect's mind:

- *"Can I trust you? Do you really have my best interests in mind or are you just here to make a sale?"*
- *"What is this, what's in it for me and can you prove it?"*
- *"Will it really give me what I want and need?"*
- *"Do I really need it now?"*

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The Process of Selling

Selling is like the Dickens Pattern (from Charles Dickens' famous story, *A Christmas Carol*): It's the process of finding people's pain, disturbing them, stirring up their pain, making them feel the hurt and then healing it through new sets of choices, usually in the form of your products or services.

Step 1: **Find a deep want or interest.** Remember, people don't buy needs, they buy wants.

Step 2: **Disturb them.** Stirring up the hurt is not negative. It's your job to be a healer of the hurt.

Step 3: **Show them how to heal their discomfort by using your product.** Persuasion is the process of getting your customers to clearly associate their most desired feelings or states to your product or service.

"You can have everything in life that you want if you will just help enough other people get what they want."

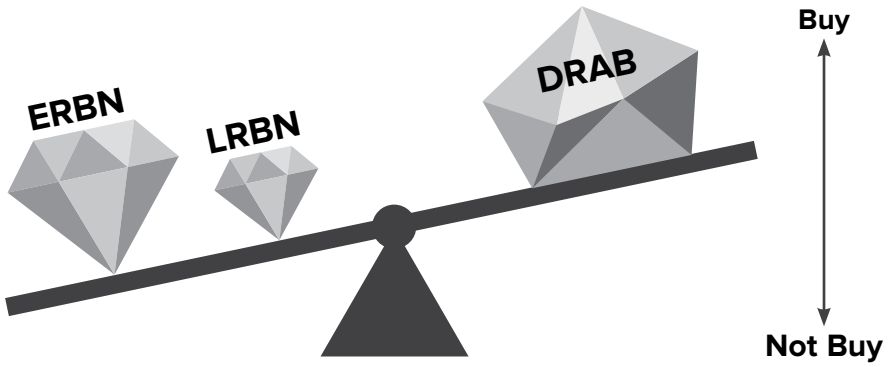
– Zig Ziglar

An Undisturbed Prospect Will Not Buy

Persuasion is the process of getting your customers to clearly associate their most desired feelings or states to your product or service. The second part of persuasion is to get the customer to associate *not buying* to pain.

ERBN	**Emotional Reasons to Buy Now**
LRBN	**Logical Reasons to Buy Now**
DRAB	**Dominant Reasons to Avoid Buying**

The Science of Persuasion



If someone is on the edge, create a little more *hurt* (ERBN) and that will create more *desire*.

If that isn't enough, add logic (LRBN).

Stack these two things so they outweigh the prospect's reasons to avoid buying (DRAB).

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Exercise

1. List three items you really wanted and *did* buy. What made you buy them? How much want (ERBN) did you have? How much logic (LRBN)? What were your dominant reasons to avoid buying (DRAB)?

2. List three items you really wanted but *did not* buy. Why didn't you buy? What combination of ERBN, LRBN and DRAB did you have?

3. Choose one of the items you *did not* buy and pretend you're the salesperson. What combination of ERBN and LRBN would have been the right combination to compel you to buy?

REMINDER

People buy for emotional reasons and justify with logic.

The Primary Tools of Influence

There are four primary tools through which you can influence someone's beliefs or change their approach to buying.

1. **Rapport:** To create a long-term impact, you must show people that you care about them, that you have their interests in mind and that you are like them.

   When you have rapport, you align with people and can lead them in the direction you want to go.

   10 ways to create rapport:

   1) Bring up a mutual interest
   2) Give a gift (induces reciprocation)
   3) Give a referral
   4) Sometimes you can get rapport by insulting someone
   5) Tell a story
   6) Give a sample of something
   7) Pay a compliment
   8) Make a startling statement
   9) Give good service
   10) Listen

2. **Questions:** Asking questions is your most powerful tool for influencing people. When you understand what people believe and how they make decisions, all you have to do is show that buying your product or service is consistent with those beliefs. That's all selling is!

   Questions help you:

   - Find out what's really going on in people's heads
   - Find out their real motivations
   - Find out their beliefs
   - Test Close
   - Take pressure off
   - Show you really care
   - Build rapport
   - Induce reciprocation
   - Put people in state
   - Bring out and overcome objections

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3. **Personal Congruency:** Congruency means that your verbal and nonverbal communication match. Congruency comes from feeling absolutely certain about what you're saying. The person who feels the most certain will be the person who influences most.

   In terms of sales, congruency means being certain that what you're offering is worth more than what you're asking in return. Remember, selling is just the transference of emotion; your congruency will help people feel certain that if they make this decision, they'll get more pleasure and less pain.

   Congruency must be maintained daily, otherwise you fall victim to the law of familiarity.

> **The Law of Familiarity**
>
> **If you're around anything long enough,**
> **you start to take it for granted.**

4. **State Management:** It's absolutely critical to manage your emotional states. If someone cancels an appointment and you let that put you into a state of frustration, you'll diminish your ability to influence.

   When you practice state management, you'll learn how to discipline disappointment and take negative states like rejection and turn them around so they empower you.

"To open up the multitude of resources that lie within you, put yourself in a state of resourcefulness and active expectancy – and watch miracles happen!"

– Tony Robbins

Your Assignment

Review the four primary tools of influence. Identify your *weakest* area and do the assignment for that area today. (You can come back and do the others later.)

1. **Rapport:** Commit to creating rapport with at least three people over the next 24 hours. List some ways in which you will do this.

2. **Questions:** Brainstorm five empowering questions that will help get people involved:

3. **Personal Congruency:** Write a phrase or an incantation (i.e. an empowering belief or statement you say over and over again with emotional intensity) and then practice delivering it congruently over and over again.

4. **State Management:** Describe the state you need to be in when you're selling or persuading. How would your physiology look? What would you say?

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NOTES

"He who believes is strong; he who doubts is weak. Strong convictions precede great actions."

– Louisa May Alcott

What makes the difference between success and failure? *Beliefs*. What you believe determines what you will do.

How many cold calls would you make, how hard would you prospect, how many hours would you work in a day if you really believed that doing those things would bring you everything you wanted in terms of happiness, joy and money?

A lot of people set goals, but goals aren't enough. You must *believe* that your goals can really happen.

2 Kinds of Beliefs

1. **Global Beliefs:**
    - *I am _____. People are _____. Life is _____.*
    - Global beliefs affect the way you interpret what things mean.
    - In selling, discover the prospect's beliefs and align with them, don't attack them.
2. **Rules:**
    - *If I _____, then it will mean _____.*
    - Rules are cause-and-effect belief systems that help guide your decisions.

"Whether you believe you can do a thing or not, you are right."

– Henry Ford

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DAY 3 – THE DIFFERENCE BETWEEN SUCCESS AND FAILURE

Exercise

Selling is transference of emotion. You can't give something you don't already have. To overcome objections, make a sale or persuade someone, you need to have answers to the customers' questions before they even ask. Believe your answers at such a deep level that no matter what objection comes up, you'll be ready to handle it.

5 Questions Customers Ask Themselves

1. *"Does the salesperson have my best interests in mind?"*
2. *"What will this product mean to me?"*
3. *"Is it worth it to me? What will I have to give up?"*
4. *"What will other people think or say?"*
5. *"Do I really need it now?"*

This exercise will get you ready to answer those questions with integrity and conviction.

1. Why do you care about the prospect? Why can people count on the fact that you're not going to take advantage of them? What beliefs do you have behind that?

2. What are the advantages and benefits of your product? What will they mean to people? What are some of the major benefits for you?

3. Why is your product worth 10 times what you ask for, in terms of money, time or effort?

4. How can your customers justify this purchase to the people around them? How will it benefit the people around them?

5. Why should they buy it now?

3 Reasons People Fail

1. **They don't have compelling enough reasons** to succeed when the going gets tough.
2. **They have limiting belief systems,** such as *"It won't work," "I tried it before" and "I've tried everything and nothing works."*
3. **They don't consistently manage their state.** The ability to manage your state is the difference between success and failure.

Why Should You Manage Your State?

The state you're in determines your behavior and your performance. All performance is state related. You're not selling a product; you're selling a state. The state you're in gets linked to your product. If you're in a great state, prospects think, *"If that's the product, I certainly want it!"*

3 Ways to Change Your State

1. **Change the way you're using your physiology.**
   - Change your breathing.
   - Change the way you move.
   - Change what you eat, when you eat.
   - Develop your own personal power moves – movements that instantly put you in a peak state so you can get the most out of yourself.
2. **Control your focus.**
   - What you feel is based on what you focus on. Control what and how you think.
   - Use questions to control your focus. What are some empowering questions you could ask yourself? What are some questions that could put you in a great state right before a sales interview?
3. **Develop a Results Ritual: Q.S.P.**
   - Ask yourself quality **Q**uestions.
   - Do a series of **S**wish Patterns to condition your mind to move toward your goals.
   - Do some **P**ower moves to manage your state.

Swish Pattern

Think of a negative image that keeps you from succeeding at the highest level. Create a positive image of yourself the way you'd be if you were already living your goals. Bring the positive image up behind the negative one, making it bigger and bigger, until it explodes through the negative one, smashes it in a million pieces and takes its place. As that's happening, say *whoosh!* Do it quickly. Repeat until the negative feeling is hard to retrieve, or at least a dozen times in a row.

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DAY 3 – THE DIFFERENCE BETWEEN SUCCESS AND FAILURE

Your Assignment

1. Tomorrow morning when you wake up, do your power move (three times is great) and then ask yourself some great, empowering questions:
    - *What are you grateful for in your life?*
    - *What are you happy about today?*
    - *What are you committed to in your life now?*
    - *What are you excited about today?*
2. Write a few more empowering questions that would put you in a great state.

"Questions provide the key to unlocking our unlimited potential."

– Tony Robbins

When you model successful people, it's not enough to do what they do. You have to do it in the same order or *syntax*.

The 3 Phases of Sales Mastery

Phase I: **Engage** – Engage prospects and get them involved. Get their attention, make contact with them and get their interest.

Phase II: **Enroll** – Probe for problems or qualify them, make sure they feel good about your product and make sure they feel certain they want to buy.

Phase III: **Compel** – Compel them to want to buy now. Make sure they actually show up, not just enroll. Sign them up.

The 10 Steps to Sales Mastery	
Phase I: Engage	**1. Prepare and Do Your Homework** **2. Turn Yourself On** **3. Make Contact and Get Their Attention** **4. Connect and Become Their Best Friend** **5. Create Interest**
Phase II: Enroll	**6. Qualify Them – Probe for Problems and Magnify the Hurt** **7. Create Conviction and Test Close**
Phase III: Compel	**8. Make It Real and Assume the Sale** **9. Convert Objections into Commitments** **10. Make It Easy and Create a Future**

"Success and failure are not overnight experiences; it's all the small decisions along the way that cause people to fail or succeed."

– Tony Robbins

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NOTES

"There are only two ways to influence human behavior: you can manipulate it, or you can inspire it."

– Simon Sinek

STEP 1: PREPARE AND DO YOUR HOMEWORK

Lack of preparation creates call reluctance. Don't let that happen to you. Be prepared and do your homework. Know who you're dealing with, know all about your product and be ready to make the sale.

6 Keys to Preparation

1. **Know who the customer is and anticipate their needs or hurts.** Before you walk in the door, find out as much as you can about your customer's needs, his/her values and how they spend their time, energy and money. Ask questions and utilize referrals, the newspaper and the Internet.
2. **Know your own product and its advantages and benefits.** Create such a thorough list that you'll have strong feelings about your product, and be ready to overwhelm the customer with your convictions.
3. **Know your competition.** Never knock a competitor. Know your product's advantages, and be elegant about how you present them.
4. **Know all the potential objections and have answers ready in advance.** It's fun to call on clients when you know you can handle any objection they can possibly present.
5. **Expect the best and prepare for the worst.** Put yourself in a state of positive expectation and plan for schedule changes.
6. **Create demand.** Create conditions where prospects convince themselves. For example, have the person who gave you the referral call them and tell them great things about you or your product.

"Before anything else, preparation is the key to success."
– Alexander Graham Bell

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STEP 2: TURN YOURSELF ON

Turning yourself on means putting yourself into a state that can produce the results you want. *Peak performance comes from being in a peak state.*

Anchor Yourself for Success

The quickest way to change your state is to change the way you're using your body.

1. **Choose a word (such as *Yes!*) and a physical movement or an anchor** (such as clapping your hands) that will bring you to a peak state.
2. **Link massive emotion or a state change** to that specific word and anchor.
3. **Change your physiology radically** by using the clapping and *Yes!* anchor.

Using a scale from 1 to 10, consciously measure the level or quality of your state. To be the most effective when you meet a customer, you need to put yourself in a state that's so far beyond where you need to be that, when you relax, you're at level 9.

Exercise

Jot down some notes about what you did to get to a "level 10" of intensity in terms of putting yourself in a peak state.

"The difference between being an amateur and being a professional is the ability to manage your state."

– Tony Robbins

Selling Is a Transference of Emotion

Every time you get in front of a customer, the state you're in and the feelings you're experiencing will affect the customer. If you're not in a peak state, it's like cutting off some of your skills and abilities.

Remember,

- **People associate your state to your product.** If you're in a negative state, they link those feelings to your product.
- **You associate your own state to your product.** If you feel lousy and talk about your product in a lousy state, pretty soon all you have to do is talk about your product and you'll start to feel lousy.

The same thing happens in any type of relationship – with your spouse, your children, your family, your friends. Any time you're in an intense state, that state gets anchored to anything that's happening consistently around you. The state and the anchor get linked and that same situation, event or gesture will trigger that intense emotional state in the future.

"Setting an example is not the main means of influencing others; it is the only means."

– Albert Einstein

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Exercise

1. How much *money* have you lost in the last three years because you haven't consistently managed your state? Add up the sales you didn't make because you didn't feel like making calls; the people you didn't follow through with and the objections you didn't have enough intensity, certainty or power to overcome. $

2. How much has it cost you *emotionally* in the last three years not to manage your state consistently? How much has it cost you in terms of frustration, pain, anger, anguish and regret?

3. What will it cost you over the next five years if you don't change this pattern?

4. What would your life be like in the next five years if you consistently managed your state? What would your career be like? How much more would you enjoy yourself? How much more money would you make?

STEP 3: MAKE CONTACT & GET THEIR ATTENTION

Selling can't occur unless you make contact. However, it's not enough to just make contact. You have to grab the prospects' attention immediately and get them interested in hearing your presentation. *The more contact you make, the more sales you make.*

5 Keys to Making Effective Contact

1. **Set specific goals.** Determine the minimum number of calls you will make every day or every week. Set a specific goal and never break it.
2. **Be creative, playful, fun and outrageous!** Don't prospect or make contact the same way every time. Make it creative so you don't get bored. Make it playful and fun so it becomes something you look forward to doing.
3. **Have a plan for what you're going to say.** If you're telemarketing, use a script. Know where you're going so you can focus on getting the prospect's attention instead of worrying about what you should say next.
4. **Get referrals.** Every time you make contact with someone – whether they buy or not – ask for a referral.
5. **Do it massively.** Make a massive number of contacts at level 10 and just watch what happens!

What Stops People from Making Contact?

1. They're not prepared.
2. They're not in a peak state.
3. They think they're an interruption.

No matter what the situation, you're only an interruption until you get their attention. How can you get their attention? *SCREAM PIGS!*

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SCREAM PIGS!

Smile	Be in a state where people feel good just to be around you.
Compliment	Notice specific things that you can sincerely compliment.
Referral	Use a referral to connect with someone immediately.
Exhibit	For instant attention, do an exhibit or demonstrate something.
Ask	Ask a question that grabs their attention.
Mystery	Ask a surprising question or create something mysterious.
Poll	Take a poll to gather data and grab attention.
Information	Offer information they don't already have.
Gifts	Giving a gift induces reciprocation and grabs attention.
Startle	When you startle someone, you get their full attention.

REMINDER

You are not a salesperson, you are a State Inducer!

Your Assignment

Do you want to succeed and become a master persuader? If so, commit to implementing the five keys for making effective contact:

1. Set specific goals.
2. Be creative, fun, outrageous and playful.
3. Have a plan for what you're going to say.
4. Get referrals. Make every contact a win.
5. Do it massively.

You're only an interruption if you don't have people's attention. As soon as you're interesting enough to get their attention, they'll make time for you.

So SCREAM PIGS, make contacts and have fun getting people's attention!

"You need nothing more than your own resourceful behaviors and skills."

– Tony Robbins

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NOTES

"No matter how many mistakes you make or how slow your progress, you are still way ahead of everyone who isn't trying."

– Tony Robbins

This session is about Steps 4 and 5: Connect and Become Their Best Friend and Create Interest.

The 10 Steps to Sales Mastery	
Phase I: Engage	**1. Prepare and Do Your Homework** **2. Turn Yourself On** **3. Make Contact and Get Their Attention** **4. Connect and Become Their Best Friend** **5. Create Interest**
Phase II: Enroll	**6. Qualify Them – Probe for Problems and Magnify the Hurt** **7. Create Conviction and Test Close**
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When two people meet, specific factors kick in to generate rapport, trust, friendship and confidence.

By identifying and understanding these factors, you can consistently use them to generate rapport – not in a manufactured or manipulative way, but in a way that is sincere and feels good.

Why will a potential client choose you over someone else? Is it your intelligence? Your product knowledge? Your credentials and test scores?

Probably not.

Clients will choose you because they trust you, like you, have confidence in you and think you can get the job done. Most important, they will choose you because they believe you have their best interests at heart.

These next two steps will show you exactly how to generate those feelings in your clients.

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STEP 4: CONNECT AND BECOME THEIR BEST FRIEND

Contrary to popular belief, the top persuaders in the country know that the most important aspect of influence is not closing, it's creating rapport. *Trust* is the single most important element in influencing a sales interview. If you want to influence anyone long-term, you must obtain their trust.

People don't care how much you know until they know how much you care. They buy from their friends, even if that friend is a lousy salesperson, because their friend cares about their needs.

Compliments Create Power

One of the quickest ways to bond with people is through compliments. An effective compliment makes people feel important, appreciated and noticed, but not flattered. To give an effective compliment:

1. **State the compliment.**

   Tell them something you sincerely like about them.

2. **Justify the compliment.**

   "I say that because..." provide a reason.

3. **Immediately ask a question.**

   "How did you become so effective at that?"

   Asking a sincere question makes your compliment more real, it shows you really care and you get to learn something.

How to Use Compliments More Effectively

1. **Give third-party compliments.** *"Before I called you, I did a little research. Everyone I talked to said these great things about you..."*
2. **Give compliments about other people.** Your compliments will get back to those people and amazing things will happen.
3. **Don't compliment the obvious.** It usually works against you.
4. **Write a complimentary or thank you note.** After you're done with a meeting, send a note of compliments or thanks.

Exercise

Think of three people in your life and write a compliment about each one. Commit to giving them the compliment within the next 24 hours.

1.

2.

3.

"I can live for two months on a good compliment."
– Mark Twain

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How to Develop Rapport

1. **Find something in common.** When people are like each other, they tend to like each other. When people are *not* like each other, they tend not to like each other. The more they have in common, the more they'll like each other. The more differences they think they have, the less rapport they have.

2. **Match and mirror.** The most powerful tool for bonding is the process of matching and mirroring – that is, becoming like the person through the use of your voice and body. Most people try to develop rapport through words, but words represent only 7% of your influencing tools.

   Words 7%

   Voice qualities..... 38%

   Physiology 55%

   By using your body and voice, you can create rapport with anyone.

Aspects to Match and Mirror		
Voice	**Physiology**	
Volume	Posture	Eye contact
Tempo	Movements	Breathing
Tonality	Gestures	Proximity
Timbre	Facial expressions	Touching
Key words		

3. **Pace and lead.** Go at the other person's pace, whatever that may be, for a while. Then, when you change your pace slightly, they'll follow you.

Communication Styles

Human beings process information and communicate by using five senses: visual, auditory, kinesthetic, olfactory and gustatory. Of these, the three we use most often to communicate to the world are visual, auditory and kinesthetic. A fourth communication style also exists: digital, which relies primarily on logic and details.

Most people develop a preference for using one communication style most frequently. It's important to know a prospect's preference.

Visual:
These people talk a little louder and faster, gesture and move more rapidly and use words like "picture this, examine this or take a look at this."

Auditory:
These people tend to speak with more resonance in their voice, be articulate and selective about their words and use rhythmic gestures and movements.

Kinesthetic:
These people weigh things and talk slowly and quietly. When you ask them questions, they might just move their lips and not notice that they aren't saying anything.

Digital:
This type of communicator makes decisions primarily through logic.

To influence all types of people, you need the ability to communicate in all four styles – visual, auditory, kinesthetic and digital – so you can enter into their worlds.

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Exercise

Choose someone to match and mirror. Notice the impact. Does the tone of the interaction change? Does the person respond differently to you? How quickly can you get rapport and create a relationship? Can you pace and lead them and get them to start subconsciously following your lead?

Use the space below to record your observations.

"Rapport is the ability to enter someone else's world, to make him feel that you understand him, that you have a strong, common bond."

– Tony Robbins

STEP 5: CREATE INTEREST

Many salespeople jump into their presentation before the prospect is interested in hearing it. What a waste of time! The final step in engaging someone is creating genuine interest – getting the person hungry to hear your presentation. Unless you get a person really interested, anything you say is going to go in one ear and out the other.

The "Because" Frame

Even if what follows the word *because* doesn't make sense, most people will still comply as if the reasons were legitimate.

How to Create Interest

Make sure that you put them in the kind of state where they really want to hear more. The key to creating interest is that you do not begin to give a presentation until you first have someone eager to hear it.

1. **Ask a lot of questions.**
    - Questions give the prospect a chance to be in control.
    - Questions induce the law of reciprocation. When you ask for and listen to someone's opinion, they'll listen to you.
    - When you ask questions about their interests, you create even more interest and get them focused on what they want.
2. **Do a demonstration or exhibit.**
3. **Provide social proof.** Talk about something or someone they know.

The "Because" Phenomenon

A 1989 study by Harvard social psychologist Ellen Langer experimented with having someone ask a small favor of people waiting in line to use a library copy machine. They tried three scenarios:

1. **"***Excuse me, I have five pages. May I use the copy machine* ***because*** *I'm in a rush?"* 94% of those asked let the person skip ahead of them in line.
2. "*Excuse me, I have five pages. May I use the copy machine?"* Only 60% of people asked agreed.
3. "*Excuse me, I have five pages. May I use the copy machine* ***because*** *I have to make some copies?"* Similar to the first time, 93% of the people asked, let the person ahead even though no real reason or new information was added to justify the request.

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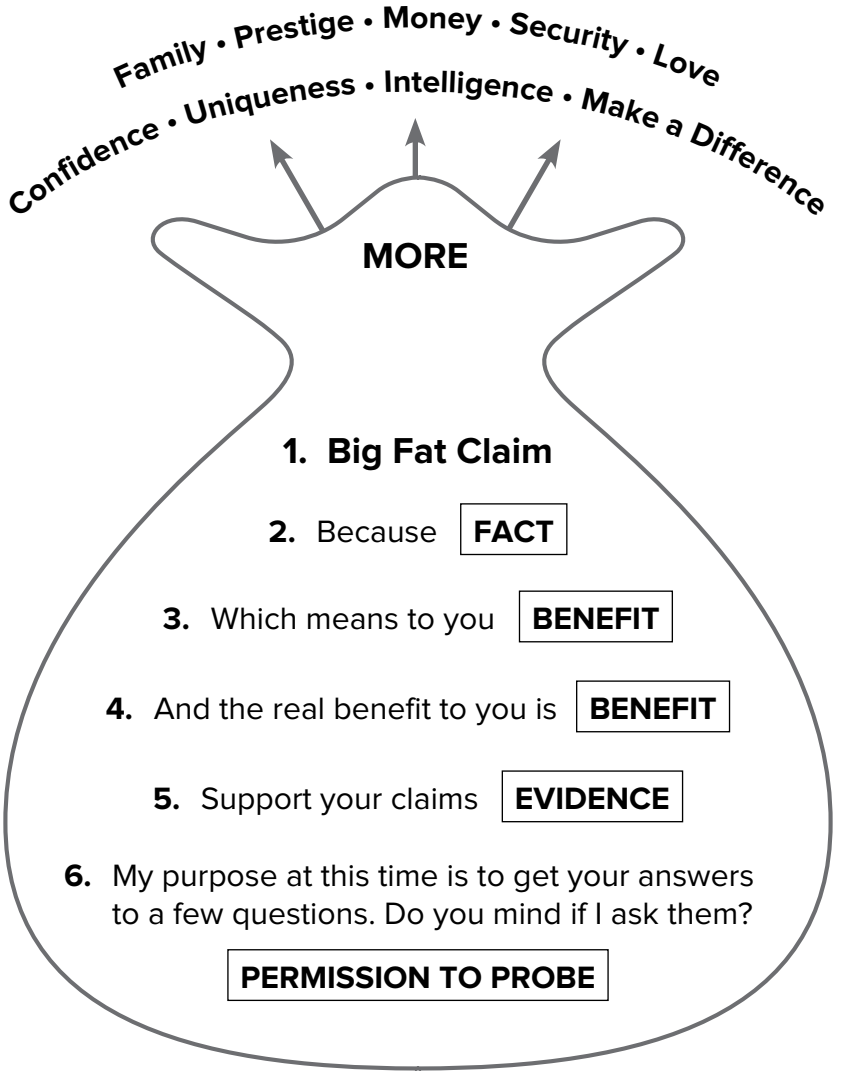
Creating Units of Interest

1. **Make a Big Fat Claim** about something the prospect is interested in.
2. **State a Fact:** *"Because."* Be sure you can up the claim with a fact.
3. **State a Benefit:** *"Which means to you..."* provide an emotional benefit.
4. **State Another Benefit:** *"What that really means to you is..."* Provide a more personal emotional benefit.
5. **Provide Evidence** to support your claim. *"And the reason I say that is..."*
6. **Get Permission to Probe:** *"My purpose at this time is to get your answers to some questions."*


Family • Prestige • Money • Security • Love
Confidence • Uniqueness • Intelligence • Make a Difference
MORE
1. Big Fat Claim
2. Because FACT
3. Which means to you BENEFIT
4. And the real benefit to you is BENEFIT
5. Support your claims EVIDENCE
6. My purpose at this time is to get your answers to a few questions. Do you mind if I ask them?
PERMISSION TO PROBE

DEFEATS

What if you've made a big fat claim and shown the evidence, but the prospect still doesn't believe you? Provide more evidence. Evidence DEFEATS disbelief!

Demonstrate	If you can show somebody something, you wipe out their disbeliefs.
Example	Give more evidence through stories and examples of people you've worked with.
Facts	It's your business, so know the facts and be able to deliver them with congruence and conviction.
Exhibition	Exhibit your product or service in a way that shows it's not just for the moment but it's going to last.
Analogy	Use analogies to help people understand more clearly: "This is like that."
Testimonials	Carry letters and testimonials with you and show them to the prospect or client.
Statistics	Give real, specific statistics that can be verified.

"I will persist until I succeed. Always will I take another step. If that is of no avail I will take another, and yet another. In truth, one step at a time is not too difficult. I know that small attempts, repeated, will complete any undertaking."

– Og Mandino

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Your Assignment

Create units of influence for your product, service or something you want to influence someone to do. Use the six steps you learned in this session:

1. Make a Big Fat Claim:

2. State a Fact:

Because...

3. State a Benefit:

Which means to you...

4. State Another Benefit:

And what that really means to you is...

5. State Your Evidence:

The reason I say that is...

6. Get Permission to Probe:

My purpose at this time is to get your answers to some questions...

Congratulations! You've completed **Phase I** of the selling process. You've learned how to **Engage** the prospect by taking the first five steps:

Step 1: Prepare and Do Your Homework

Step 2: Turn Yourself On

Step 3: Make Contact and Get Their Attention

Step 4: Connect and Become Their Best Friend

Step 5: Create Interest

Now it's time to move on to **Phase II: Enroll**. There are two steps to this phase:

Step 6: Qualify Them – Probe for Problems and Magnify the Hurt

Step 7: Create Conviction and Test Close

We'll cover Step 6 in this session.

The 10 Steps to Sales Mastery	
Phase I: Engage	**1. Prepare and Do Your Homework** **2. Turn Yourself On** **3. Make Contact and Get Their Attention** **4. Connect and Become Their Best Friend** **5. Create Interest**
Phase II: Enroll	**6. Qualify Them – Probe for Problems and Magnify the Hurt** **7. Create Conviction and Test Close**
Phase III: Compel	**8. Make It Real and Assume the Sale** **9. Convert Objections into Commitments** **10. Make It Easy and Create a Future**

Have you ever been in a situation where you created interest, spent time with the person and then found out at the end of your presentation that your product didn't fit their needs, or they weren't the decision maker, or they weren't financially qualified to purchase your product?

Maybe you've had a similar situation in your personal life: After spending a lot of time on a situation, you found out that it was actually your *son* who tore your kitchen apart, not your daughter. Or you learned that your boss doesn't have the authority to give you that raise. Or you found out that your spouse doesn't want the new dress or the swimming pool you were going to talk him/her out of.

Qualifying is an important part of the sales process!

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"Never mistake the power of influence."
– Jim Rohn

STEP 6: QUALIFY THEM – PROBE FOR PROBLEMS AND MAGNIFY THE HURT

Selling is one of the most enjoyable and rewarding professions – as long as you feel that as a persuader your job is to find and fill people's real needs. If you perceive yourself as a giver in your relationship with your customers, not a taker, you'll experience confidence, success and a great deal of joy. You'll be liked by your customers and you'll be paid extremely well for adding value to the relationship.

The reason most people experience selling as a pressure business is because they're trying to persuade prospects to do something without knowing who they are, how they make decisions or what they really need. The average salesperson's approach to selling is to find out a little bit about the prospect's interests and then do a standard presentation.

Step 6 will help you enjoy the sales process by teaching you how to develop a simple, systematic program for finding out what your prospects really want and need and how they make decisions or justify taking action. With this information, selling becomes easier and a lot more fun.

"It takes time to persuade men to do even what is for their own good."

– Thomas Jefferson

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Questions for Qualifying Customers

Knowing how to get people to associate pain to not having something they want can be quite motivational. When you're qualifying prospects, you need to know their real problems. What's an emotional feeling that's not being fulfilled?

This step is about discovering and magnifying that feeling so they're motivated – so they have enough desire.

Desire means having plenty of reasons to like the benefits they'll get if they do buy and plenty of reasons to feel hurt if they don't buy.

Qualifying Questions
NWWAM

Needs	What does the prospect really need?
Wants	What does the prospect really want?
Wounds	What are some of their wounds? What do they have pain about?
Authority	Do they have the authority to make the decision?
Money	Do they have the money?

Find out the person's *NWWAM* before you do your presentation. Don't waste valuable time presenting to someone who doesn't have the needs, wants, wounds, authority or money to buy.

Exercise

Write three questions you can ask to discover the prospect's *NWWAM*.

Needs:

1. _____
2. _____
3. _____

Wants:

1. _____
2. _____
3. _____

Wounds:

1. _____
2. _____
3. _____

Authority to make a decision:

1. _____
2. _____
3. _____

Money to make the purchase:

1. _____
2. _____
3. _____

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Sorting Strategies: How People Make Decisions

Knowing people's *metaprograms* – their patterns for sorting out their world – can help you offer the type of information that will help them make an effective decision. You can easily identify their patterns by asking the following questions.

1. **Toward or Away**
   Question: *"What do you want in a job (or product)?"*

   Toward people are motivated by desire and pleasure; away people are motivated by fear and pain. To motivate a toward person, describe a goal or reward. To motivate an away person, describe something negative.

2. **Internal or External (Frame of Reference Sort)**
   Question: *"How do you know when you're really good at something? How do you know when you've done a good job?"*

   Internal people look to themselves to make decisions; external people look to others. To motivate internal people, find out what's important to them and describe your product with those criteria in mind. To motivate external people, use testimonials and statistics to show them what others think.

3. **Possibility or Necessity**
   Question: *"Why did you choose your present job (or product)?"*

   Some people are motivated by the possibilities in a situation or product; others are motivated only when they see the necessity of buying or changing. To motivate possibility people, show them what they can do. To motivate necessity people, show them what they *have to* do.

4. **Matcher or Mismatcher (Relationship Sort)**
   Question: *"What is the relationship between these three coins?"*

   Matchers look for sameness or how things are alike; mismatchers focus on how things are different. There are two types of matchers and two types of mismatchers and you'll want to motivate each one differently.

   Matchers:

   - **Sameness:** These people see everything as the same. To motivate them, relate your product or service to something positive in their past experience.
   - **Sameness with Exception:** These people see most things as the same but with something different. To motivate them, show how your product is like other things they've experienced and also how it's unique.

Mismatchers:

- **Polarity:** Whatever you say, these people do the opposite. To motivate them, tell them to do the opposite of what you really want.
- **Mismatch by Counterexample:** Every time you suggest a possibility; these people give you a counterexample. To sell them, give them counterexamples before they have the chance.

5. Self, Others or Details (Attention Sort)

This distinction is made by observation, not by asking questions.

Some people are motivated by how a purchase or decision affects them; some people are equally motivated by how a purchase or decision affects others and some people are motivated by details and data.

6. Completion or Process

Question: *"What do you enjoy most in life – getting things done or being involved in the process?"*

Process people enjoy the process; they may want to meet with you three or four times because they love the process of buying. Completion people need completion so powerfully that if you start filling out the application form, they'll feel compelled to complete it.

7. Convincer Strategy

Question: *"How do you know when people are really good at what they do? Do you have to see it, hear it, do it with them or read about it?"*

There are two steps to uncovering someone's convincer strategy:

- Find out *what kind of evidence* it will take to convince them: visual, auditory, kinesthetic, digital.
- Find out *how much time* it will take: automatic, number of times, period of time, consistent.

8. Generality or Specificity

Question: *"Do you want the big picture or do you want the details?"*

The generalist looks at the big picture; the specific person is concerned with details. Don't bore the generalist with minor details and don't leave the specific person in doubt by only presenting the big picture.

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9. **Past or Future**

   Question: *"What's most important to you: a product's past performance or its future possibilities?"*

   A person whose focus is on the past needs to know how long something has been around. A person whose focus is on future possibilities needs to know what's possible and what you're going to create.

10. **Cost or Convenience**

    Question: *"Which is more important to you: that this product is cost-effective or that it makes things easier?"*

    For most Americans, convenience is more important than cost. For most Europeans, cost is more important. Pay attention to what's most important to people as you're dealing with them.

"If you change the way you look at things,
the things you look at change."
– Wayne Dyer

Your Assignment

Talk to your spouse, friends, kids and coworkers and see how many metaprograms you can uncover. Use the space below to jot down your observations.

10 Metaprograms

1. Toward or Away?
2. Internal or External?
3. Possibility or Necessity?
4. Matcher or Mismatcher?
5. Self, Others or Detail?
6. Completion or Process?
7. Convincer Strategy?
8. Generality or Specificity?
9. Past or Future?
10. Cost or Convenience?

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NOTES

"The real beginning of influence comes as others sense you are being influenced by them – when they feel understood by you – that you have listened deeply and sincerely, and that you are open."

– Stephen R. Covery

You've gone through six steps of the selling process and haven't presented your product yet. If you've done a good job with the first six steps and you sit down to meet with a prospect, here's where you'll be:

1. **You're Prepared.** You know whom you're dealing with, what they need and some of their wounds. You know everything about your product and your competition and you have a plan that really makes sense.
2. **You're Turned On** so you can deliver in a powerful way.
3. **You've Made Contact.**
4. **You've Made a Friend,** somebody who feels connected with you, trusts you and knows you're a professional who has their best interests in mind.
5. **You Created Interest.** You made some big fat claims and backed them up with evidence and benefits.
6. **You've Qualified Them** and you're in the process of enrolling them.

Now your job is to move to **Step 7: Convince them that they're Justified in Buying and try a Test Close.**

The 10 Steps to Sales Mastery	
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NOTES

"Who shall set a limit to the influence of a human being?"
– Ralph Waldo Emerson

STEP 7: CREATE CONVICTION AND TEST CLOSE

The only purpose of a presentation is to create conviction that you can meet the person's needs.

3 Ways to Create Conviction

1. **Work on your personal congruency.** What you say on the outside must match what you say and feel on the inside. Condition yourself to have the deepest level of conviction about your product. Remember, people buy for emotional reasons and justify with logic. They must have conviction that buying will give them what they want.

2. **Work on your ERBNs and LRBNs.** Selling means getting people to make decisions – to weigh their dominant reasons to avoid buying (DRAB) against their emotional and logical reasons to buy now (ERBN and LRBN). To make sure the prospects' fears don't keep them from buying, assemble plenty of ERBNs and LRBNs.

3. **Give prospects enough Units of Conviction to justify buying.**

   A Unit of Conviction has seven parts:

   1) Claim

   2) Fact (*"Because..."*)

   3) Benefit (*"Which means to you..."*)

   4) Benefit (*"And that really means..."*)

   5) Evidence (DEFEATS)

   6) Permission to ask questions (*"My purpose at this time is to get your answers to a few questions."*)

   7) Test Close (*"In your opinion, do you feel..."*)

The Difference Between a Test Close and a Close

A Test Close is an opinion-asking question. It includes words like, "In your opinion" and "Do you feel." Test Closing gets the "no"s out early. It's the single most important skill you have for knowing when to close. How to close is easy; when to close is the real question.

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Exercise

1. Write out a dozen Units of Conviction. That's right – 12 of them!

How powerful would you be if you walked into your next meeting with a huge sack full of Units of Conviction? How would it feel to know you could overcome any objection, simply by reaching into your bag and saying, *"Here's another reason to buy!"* That's what this exercise will do for you.

Feature #1	
Claim	
Fact	*Because...*
Benefit	*Which means to you...*
Benefit	*And that really means...*
Evidence	*And the reason I say that is...*
Permission	*My purpose at this time is to get your answers to a few questions...*
Test Close	*In your opinion, do you feel...*

Feature #2	
Claim	
Fact	*Because...*
Benefit	*Which means to you...*
Benefit	*And that really means...*
Evidence	*And the reason I say that is...*
Permission	*My purpose at this time is to get your answers to a few questions...*
Test Close	*In your opinion, do you feel...*

Feature #3	
Claim	
Fact	*Because...*
Benefit	*Which means to you...*
Benefit	*And that really means...*
Evidence	*And the reason I say that is...*
Permission	*My purpose at this time is to get your answers to a few questions...*
Test Close	*In your opinion, do you feel...*

Feature #4	
Claim	
Fact	*Because...*
Benefit	*Which means to you...*
Benefit	*And that really means...*
Evidence	*And the reason I say that is...*
Permission	*My purpose at this time is to get your answers to a few questions...*
Test Close	*In your opinion, do you feel...*

Feature #5	
Claim	
Fact	*Because...*
Benefit	*Which means to you...*
Benefit	*And that really means...*
Evidence	*And the reason I say that is...*
Permission	*My purpose at this time is to get your answers to a few questions...*
Test Close	*In your opinion, do you feel...*

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Feature #6	
Claim	
Fact	*Because...*
Benefit	*Which means to you...*
Benefit	*And that really means...*
Evidence	*And the reason I say that is...*
Permission	*My purpose at this time is to get your answers to a few questions...*
Test Close	*In your opinion, do you feel...*

Feature #7	
Claim	
Fact	*Because...*
Benefit	*Which means to you...*
Benefit	*And that really means...*
Evidence	*And the reason I say that is...*
Permission	*My purpose at this time is to get your answers to a few questions...*
Test Close	*In your opinion, do you feel...*

Feature #8	
Claim	
Fact	*Because...*
Benefit	*Which means to you...*
Benefit	*And that really means...*
Evidence	*And the reason I say that is...*
Permission	*My purpose at this time is to get your answers to a few questions...*
Test Close	*In your opinion, do you feel...*

Feature #9	
Claim	
Fact	*Because...*
Benefit	*Which means to you...*
Benefit	*And that really means...*
Evidence	*And the reason I say that is...*
Permission	*My purpose at this time is to get your answers to a few questions...*
Test Close	*In your opinion, do you feel...*

Feature #10	
Claim	
Fact	*Because...*
Benefit	*Which means to you...*
Benefit	*And that really means...*
Evidence	*And the reason I say that is...*
Permission	*My purpose at this time is to get your answers to a few questions...*
Test Close	*In your opinion, do you feel...*

Feature #11	
Claim	
Fact	*Because...*
Benefit	*Which means to you...*
Benefit	*And that really means...*
Evidence	*And the reason I say that is...*
Permission	*My purpose at this time is to get your answers to a few questions...*
Test Close	*In your opinion, do you feel...*

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Feature #12	
Claim	
Fact	*Because…*
Benefit	*Which means to you…*
Benefit	*And that really means…*
Evidence	*And the reason I say that is…*
Permission	*My purpose at this time is to get your answers to a few questions…*
Test Close	*In your opinion, do you feel…*

2. To get all the value you can out of your Units of Conviction, it's critically important to *memorize* them. Yes, all 12 of them! Commit them to memory so you can automatically deliver them with conviction and power to anyone who starts giving you reasons not to buy.

"To become really good at anything, you have to practice and repeat, practice and repeat, until the technique becomes intuitive."

– Paulo Coelho

3 Types of Test Closes

Opening Test Close

Purpose To start your presentation by finding out where the buyer is.

Examples *"How long have you been considering owning…?"*

"Are you seriously considering owning…?"

Benefits You find out whether they're serious and you learn some of their emotional and logical reasons to buy now (ERBN and LRBN).

Trade-Off Test Close

Purpose To contrast the reasons for not buying (DRAB) with a benefit.

Examples *"Would it be worth _____ in order to have _____?"*

"To achieve _____, would it be worth an investment of _____?"

Benefits If the benefit is strong enough, you have leverage.

Progressive Test Close

Purpose To get the prospect to focus on buying.

Examples *"If you were to go ahead with this, when would you want the service to begin?"*

"If we were to overcome that challenge, you'd probably want to go ahead with this investment, wouldn't you?"

Benefits You get them to stop focusing on whether they should buy.

A Test Close lets you see the prospects' state and know where they are on the scale. If they're not moving toward buying, add more Units of Conviction.

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The ABCs: Always Be (Test) Closing

Make sure you're always Test Closing, from the first moment you meet a prospect. Don't wait until you get to the last steps of the sales process. You never want to be afraid of finding out where a customer is.

If you're always Test Closing, you'll notice the state the customer is in.

1. Know your outcome.
2. Take action.
3. Pay attention and know what you're getting.

If what you're doing isn't working, change what you're doing. If that doesn't work, keep changing until you find something that does.

Key Buying Signs

Never start to close until the prospect is absolutely ready to buy. Have the sensory acuity to know whether you're getting closer or further away.

Signs That a Prospect Is Ready to Buy	
Face	Their facial muscles pull up and there's more color in their face.
Posture	They're relaxed.
Hands	Their hands are opened instead of closed. They're scratching their chin or lips. They're touching the product or application form.
Attitude	They start to get very friendly toward you. They talk about the product as if they already own it.

Your Assignment

Write at least three examples of each type of Test Close.

1. **Opening Test Close**

   Example: *"Why are you seriously considering owning _____?"*

2. **Trade-Off Test Close**

   Example: *"Would it be worth _____ in order to have _____?"*

3. **Progressive Test Close**

   Example: *"If you were to go ahead with this, when would you want the service to begin?"*

"Every sale has five basic obstacles: no need, no money, no hurry, no desire, no trust."
– Zig Ziglar

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NOTES

"You don't get paid for the hour.
You get paid for the value you bring to the hour."
– Jim Rohn

You've come a long way! You got yourself Prepared and did your Homework, you Turned Yourself On and You Made Contact and Got People's Attention. You Connected with them personally, Gained Rapport, Created Interest and Got Them Engaged.

Then you worked on Enrolling Them. You found out who they are and what motivates and drives them and you discovered their fears and buying patterns. You worked on helping them Justify the Benefits for making the purchase that would far outweigh any fears or pain that buying might bring.

The final phase is to **Compel** them by making the process real for them. It's one thing to tell someone about a rose; it's another thing to have them actually smell one. This last phase is about getting people to see, hear, feel, smell and experience the idea that your product or service will give them what they want most.

The way to do that is through the final three steps:

Step 8: Make It Real and Assume the Sale

Step 9: Convert Objections into Commitments

Step 10: Make It Easy and Create a Future

In this session, we'll focus on how to Make it Real and Assume the Sale.

The 10 Steps to Sales Mastery	
Phase I: Engage	**1. Prepare and Do Your Homework** **2. Turn Yourself On** **3. Make Contact and Get Their Attention** **4. Connect and Become Their Best Friend** **5. Create Interest**
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When you make it real for people, you make it real in their gut. Logic doesn't have a whole lot to do with it.

You make it real by showing them that buying means pleasure and that not buying means pain.

If you can make that real for people and overcome any objections they may have, they will buy.

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STEP 8: MAKE IT REAL AND ASSUME THE SALE

How do you go about making someone feel compelled to buy your product or be influenced by you? You make the experience *real*, so they believe it will be "heaven" if they buy and "hell" if they don't.

REMINDER

Imagination is 10 times more powerful than will.

- When people don't buy your product, it's because they've linked in their minds that buying would be more *painful* than not buying.
- When people do buy, it's because they've linked that buying would be more *pleasurable* than not buying.

When they experience those emotions – when you help them make it real – you can assume the sale.

Ask Questions

When you ask questions, prospects will give you a real answer and they'll have a real experience inside themselves as well.

Questions do three things:

1. They change what people focus on and therefore their state.
2. They change what people delete.
3. They allow you to access resources.

Use All 5 Senses

The best salespeople sell with all five senses. They don't just *tell* you that the product is worthwhile; they give you a sensory experience.

The highest paid people in this country are state inducers. Anything that will change someone's state will make things more real for them.

Point – Tell – Paint

If prospects are still not completely convinced, these three strategies will put them over the edge.

POINT: *"You want a _____ that will _____. Is that correct?"*

Ask a question that will put their mind back on their problem. You can easily open wounds and create a greater desire to buy just by reminding people about their problems. Point out the reason they're buying in the first place. Make it real by getting them to refocus.

"I know you want a computer system that will be absolutely efficient and will do this."

"I know you want a car that will be the best in the world."

"I know you really want to make an investment in a home that will bring you a return over the next five years but also give you a cozy environment for your family."

TELL: *"Our _____ will do that for you."*

Remind them of the key issue and what your product will do about it. Reassure them and make the purchase more real for them. Be specific about what your product will give them.

"That's exactly what our computer system will do for you!"

PAINT: *"When you own this product, _____ happens. [Set the time and place.] Is this what you really want?"*

Paint a vivid picture that will help them unleash their imagination.

"When you own this computer system and the efficiency in your accounting department jumps 30%, you can walk in there at one o'clock in the afternoon and people are not concerned or upset because they haven't received their check on time. Payroll is done and people feel happy. Is that what you want?"

Then... **Assume the Sale!**

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Your Assignment

1. Brainstorm at least five questions that will cause your prospects to feel like they already own your product.

Examples:

"If you were to buy, what are the most important results you would get?"

"If you don't get that, what could it cost you in the next five years?"

2. Each night for the next 10 days, come up with three ideas on how you can get your customers to feel like they already own your product, even before they buy. What are some unique, creative, fun things you could do consistently? Be sure to utilize all five senses – visual, auditory, kinesthetic, olfactory and gustatory – to associate people to your product's benefits.

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DAY 10

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NOTES

*"Not he is great who can alter matter,
but he who can alter my state of mind."*
– Ralph Waldo Emerson

For most salespeople, the fear of objections – of the customer saying, *"No, I don't want to buy"* – is probably the greatest fear of all. For many, it means failure; personal rejection and wasted time, energy and effort.

What goes through your mind when your prospects offer objections? Do you feel fearful and hesitant? Or do you say to yourself, *"This is great! They're asking for more information. Now I can give them the information they need to buy my product or service!"*

- Objections aren't bad or negative. When people offer you objections, they're just asking for more information.
- The best salespeople in the world make their sales after handling a minimum of five objections. They see objections as something to be welcomed, something that has to happen before the sale can be made.

Before you go any further, take a few minutes to examine your beliefs about objections. Think about what objections mean to you. Do you see them as obstacles or opportunities? Something to fear or something to celebrate?

The purpose of this session is to teach you a system that will make you so effective at handling objections that you will welcome them. When you know how to convert objections into commitments and someone gives you an objection, you'll be ready to celebrate!

The 10 Steps to Sales Mastery	
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NOTES

"Treat objections as requests for further information."
– Brian Tracy

STEP 9: CONVERT OBJECTIONS INTO COMMITMENTS

An objection is...

- An opportunity to know what's going on in the prospect's mind.
- An opportunity to understand the prospect's beliefs and fears.
- Your strongest opportunity to close the sale.
- A question in disguise.

Objections let you discover the prospect's dominant reason to avoid buying (DRAB). When you know the reason, you can answer the question, take away the fear and close the sale. *Until you know the objection, you can't make the sale.*

The biggest mistake some people make is to fight an objection. The key to influencing people is to align with them. Long-term influence occurs when people know you care, believe you're like them and know you come from an intelligent viewpoint.

Top salespeople handle objections up front. They *preframe* or brag about potential objections in advance: *"I know the cost of my product is a challenge. It's expensive because* _____.

That's what sets us apart!"

How to Prevent Objections

- Have such a strong level of Rapport that people won't want to object.
- Use Test Closes.
- Use Reciprocation. Give to them and they'll give back by not objecting.
- Use Contrast.
- Kill the Monster while it's tiny. Handle the objection up front, before it gets out of control.

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Converting Objections into Commitments

STEP 1

Ignore it.

(They may not mean it.)

STEP 2

Hear them out.

(They may run out of steam.)

STEP 3

Feed it back.

(Nicely)

STEP 4

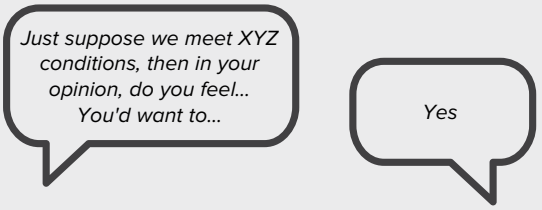
Question it.

(Get more information. Is it the real objection and why is it important?)

STEP 5

Make it a final objection.

(If yes, go to Step 6.
If no, slide to Step 3.)



STEP 6

Align the prospect. Provide a cushion.

(Make them comfortable.)

A) I, He, They, Often

B) I appreciate and I respect and I agree and

STEP 7

Turn the objection into a question.

(You can't answer an objection, but you can answer a question.)

Ex: How can we handle XYZ and give you benefit, benefit, benefit. So you don't have to _____ anymore?

That brings up a question. The question is _____. That is the question, isn't it?

STEP 8

Answer the question.

The answer to your question is: Why Tom and Ed?

Tom: That's the very reason you should do it. X is more important than Y isn't it?

Ed: The reason is absolutely not true.

STEP 9

Tie it down. Test Close.

A) That solves that, doesn't it?

B) In your opinion would you want to do this for the whole family or yourself?

STEP 10

Assume the sale and congratulate the prospect on a wise decision.

What's your home address? Would you like delivery Thursday or Friday? Congratulations!

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10 Steps to Handling Any Objection

This system really works! Memorize and utilize it and handling objections will be quick, easy and fun.

Step 1: **Ignore it. (They may not have meant it.)**

Most of the objections people come up with are simply automatic (*"No thanks, I'm just looking"*). You can avoid them by asking better questions that engage the customer instead of inviting yes or no answers.

The biggest challenges most salespeople have are:

- Fear of objections
- Belief that you have to fight down objections or you'll lose the sale
- Desire to answer every possible objection
- Tendency to handle objections that are not real

Don't be so eager to attack an objection. Take a look at it and let it fly by.

Step 2: **Hear the person out. (They may run out of steam.)**

Have you ever noticed that when some people are really upset, if you just shut up and don't defend – just really, sincerely listen to them – they'll run out of steam and answer their own objection?

Step 3: **Feed it back (nicely).**

Feed the objection back in the form of a question: *"It costs too much?"* Many times, in trying to explain their objection, people will talk themselves out of it.

Step 4: **Question it. (Get more information.)**

Is this the real objection and why is it important?

Get permission to ask for their reasons and be polite:

"I know you have reasons for saying that. Do you mind if I ask what they are?" If they say yes, ask, "What are your reasons?"

Listen strongly! When people tell you the reasons for their objections, you now have the power to close the sale because you know what's really motivating them.

Step 5: **Make it a final objection.**

Use the "as if" frame and Test Close:

"If we could handle that, would you want to go ahead?"

Exercise

Think of the most common objections you get when selling your product or trying to influence someone. Using the five steps you've just learned, describe how you would handle those objections now.

Objection

Your Response

Objection

Your Response

Objection

Your Response

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Step 6: **Align with the prospects and provide a cushion.**

They've now told you their real objection. Put them at ease, take your time and make them feel comfortable.

Use "I – he – they – often":

- *"I often hear people say that."*
- *"I've often thought that way myself."*

Use Agreement Frames:

- *"I appreciate and…"*
- *"I agree and…"*
- *"I respect and…"*

When you say "but," you make the other person wrong. When you use Agreement Frames, you make the other person feel appreciated, respected and agreed with.

Step 7: **Turn the objection into a question. (You can't answer an objection, but you can answer a question.)**

Learn this phrase:

"That brings up a question. In spite of [their objection], isn't the real question?"

For example, *"Isn't the real question…?"*

- *"How can you get much more value here than you thought you could?"*
- *"How can we make sure you can get the benefits of this program right now?"*

A good way to ask a question is to open up a hurt again. Simultaneously remind them of their problem and their motivation to buy:

- *"If we don't do this, won't it cost you a lot more?"*
- *"Wouldn't it be important for us to find out how you can do that so you don't have to suffer any more?"*
- *"Would you benefit more from our plan despite the initial expense?"*

Step 8: **Answer the question.**

Why TOM and ED?

- **Why** would you ask me that question after you just told me you needed the product?
- **T**urn it around. Turn the objection back on them:
  "It's only going to get more expensive later."
- **O**utweigh it. Use a values question:
  "Isn't it true that is more important than your concerns?"
- **M**inimize the objection. Reduce it to the ridiculous:
  "Are you really going to let 20 cents a day keep you from having what you know is really important to you?"

  and

- **E**xplain the objection away.
- **D**eny it: *"That's just not true."*

Why TOM and ED?

Objection:	"It costs too much."
Why:	"Why are you even considering that right now? You just finished telling me how desperately you need this."
Turnaround:	"That's exactly why you have to do it, because it will continue to cost too much until you start earning more money. That's why you should invest in it now, so you can earn more."
Outweigh it:	"It's true, it does cost a lot, but how much will it cost if you don't do it? How much will you miss out on? What will be your long-term loss if you don't make the investment?"
Minimize it:	"It's definitely an investment, but when you consider that you presently spend about $4,000 a year on doughnuts for your employees, it seems like a small investment, doesn't it?"
Explain it:	"You're right, it is a major investment and the reason is that seven people will be working full time on your account alone. You're going to be employing a whole department!"
Deny it:	"It's not expensive compared to everything else out there. I think you should know, here are five companies that charge more."

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Step 9: **Tie it down and Test Close.**

"That solves it, doesn't it?"

If they say yes, Test Close.

If they say no, go back to Step 4: *"I'm sure you have reasons for saying that. Do you mind if I ask what they are?"*

Step 10: **Assume the sale.**

The point of assuming the sale is to let buyers know they've bought.

Some of the best ways to assume the sale are:

- Congratulate them on a wise decision.
- Take out your notebook and begin the order-blank close.
- Make a phone call: *"Let me call your order in so they lock it in at the national office."*

"You don't close a sale, you open a relationship if you want to build a long-term successful enterprise."

– Patricia Fripp

Your Assignment

Choose a situation in which you want to influence your spouse, kids or other family member to follow through – taking out the trash, paying the bills or cleaning their rooms, for example. Or use another real situation from your own life.

Ask someone in your family to role-play with you. Find out their objections and get excited, then use the 10 steps to turn them around.

Jot down any notes below:

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"Sales are contingent on the attitude of the salesman – not the attitude of the prospect."

– W. Clement Stone

Day 10! You made it! You've earned your advanced degree in Mastering Influence® and you've done it through commitment, persistence, hard work and most important, taking action.

These are the keys to the kingdom. If you do nothing else, your enhanced Personal Power will increase your sales astronomically. You're different now. You're a cut above the rest.

At this point, you've learned most of the tools for Mastering Influence®. I hope you've taken the time to get enough practice so you feel really confident in the first nine steps. However, there's still one more step to add to your arsenal: **Making it Easy** for people to buy and **Creating a Compelling Future.**

A lot of people get to this point in the sale and just kick back and rest on their laurels. They don't realize that this last step is probably the most important part of the entire process.

- This is where you learn how to prevent buyer's remorse.
- This is where you discover the secrets to creating fun, friendly relationships that will last a long time and empower both you and your clients.
- Most important, this is where you learn how to develop profitable relationships in the form of referrals and continued sales in the future.

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STEP 10: MAKE IT EASY & CREATE A FUTURE

You've completed the first nine steps and you're ready to close the sale.

Here are three keys to making it easy for someone to buy:

- Never attack the prospect for raising another objection.
- Handle objections in advance.
- Give them an unexpected gift.

6 Ways to Make It Easy to Buy

1. **Order-Blank Close:** Break out the order blank and start filling it in
2. **Minor Close:** Get them to make a minor decision.
    - *"Would you like us to design the envelopes to go with the logo as well?"*
3. **Alternate Choice Close:** Offer two options. If they decide on either one, you've made the sale.
    - *"Do you want this in blue or green?"*
    - *"Should we deliver it on Friday or Saturday?"*
4. **Congratulate them** on making a wise decision.
5. **Use Contrast:**
    - *"I'm glad you're buying this now because the price goes up in 30 days."*
6. **Make it Fun**: If you get them laughing at the time of the close, you've made it easy. Everyone wants a state change.

Preventing Buyer's Remorse

Some buyers lose their enthusiasm when they get home. They reevaluate their decision, or their spouse or significant other tells them they made a mistake.

To prevent buyer's remorse, use *future pacing* to create a future for your product in the prospect's mind. When the sale is concluded and the paperwork is done, have your prospects imagine themselves in the future. Have them describe the ways your product will benefit them for years to come.

Future Pacing

Let's say you just sold Jan a large van.

You: "Jan, I understand you're really excited about this. Is this the right van for you?"

Jan: "Of course. I wouldn't have bought it if it wasn't. It's great!"

You: "Let me ask you a question. A year from now, what will you be doing with this van that will make you glad you bought it?"

Jan: "We'll be going to the mountains with the kids and we'll be…"

You: "Tell me more."

If you future pace your clients *every time and* you're absolutely certain that they've envisioned a future for your product, buyer's remorse will be a thing of the past!

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NOTES

"If you add the value, you will become the brand. Find a way to add more value than anyone else does."

– Tony Robbins

How to Get Referrals

You've spent a lot of time and energy developing a relationship. To create future business, leverage that relationship by asking for referrals.

An Effective Referral Request

"The only way I am able to build my business is by people who are satisfied with me, who feel like I've done a good job. Those people refer me to other people they care about. Have I done a good job for you? Would you do me a favor in return? Could I have the names of five people who..."
[Describe them in detail]

Always Search for Referrals

1. **Believe** that you will get them.
2. **Enroll** your clients in supporting you; ask them to call two of the five referrals right then and there.
3. Offer a referral fee or **gift**.
4. Find out as much **information** about the referral as possible.

One referral is worth at least 15 cold calls. Every time you make a sale, ask for some referrals. In fact, even if you don't get the sale, ask for some referrals!

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How to Use Referrals

1. **Use a third-party compliment.**
   The typical referral goes something like this:

   "Hi. This is Tony Robbins. I'm with Robbins Research. I know Mike Carpenter's a friend of yours and he told me to give you a call."

   That's a perfect example of how NOT to use referrals. Why? Because the person on the other end of the phone doesn't care who you are. To use referrals effectively, you have to get their attention:

   "Mr. Williams? Mr. Paul Williams? Mr. Williams, you don't know me but we have a mutual friend and that friend is Dan Smith. He told me something about you that I thought was really incredible. [Offer a genuine compliment given by the previous client.] He feels that you would have a tremendous benefit if I were to expose you to an idea that we have. By the way, my name is Tony Robbins and I'm with Robbins Research."

2. **Create a key person file.**
   File your clients' contact information alphabetically into a file box with 13 sections. Contact the As and Bs during week 1; the Cs and Ds during week 2 and so on. In this way, you'll cover two letters of the alphabet each week and you'll make contact with every client at least four times year.

Your Final Assignment

1. Go back through this workbook and read your notes and homework to seal in what you've learned. Take advantage of the arsenal of material you've created.

2. Think about a sales call where you tried and failed or just put it off completely. You know the one – the big daunting one. Take a moment and think about conquering it. Read over your notes, get prepared and commit to making that call within two weeks.

"The only limit to your impact is your imagination and commitment."

– Tony Robbins

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NOTES

"The only impossible journey is the one you never begin."
– Tony Robbins

Mastering Influence® is a program you'll want to go through more than one time! Use this list of audio tracks to help you find the sessions you most want to review, or to track your progress.

Day 1: Commitment Your Greatest Power

No.	Title
1	Start with Yourself
2	The 5 Steps of Mastery
3	Compelling Reasons Drive You
4	10 Top Sales Strategies
5	Stretch Yourself
6	Exercise: What Are Your Reasons?

Day 2: The Science of Persuasion: Why We Buy

No.	Title
1	Selling Consequences
2	Hurt Them & Heal Them
3	ERBN, LRBN & DRAB
4	The Tools of Influence
5	Use the Tools to Warm up

Day 3: The Difference Between Success & Failure

Part 1

No.	Title
1	Your Beliefs Influence You
2	Global Beliefs Drawn from Quality Questions
3	5 Questions Customers Need Answered
4	Exercise: Beliefs about your Clients & Products

Day 3: The Difference Between Success & Failure

Part 2

No.	Title
1	Joseph's Beliefs Change
2	3 Reasons for Failure
3	Emotions Come from Motion
4	Results Rituals
5	QSP, Questions, Swish, Power

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Day 4: Engage! Three Steps to Quality Contact

No.	Title
1	The 3 Phases of Selling
2	Step 1: Preparation
3	Step 2: Turn Yourself On
4	Step 3: Making Contacts
5	SCREAM PIGS!

Day 5: Connect & Become Their Best Friend

Part 2

No.	Title
1	5 Steps to Creating Interest
2	Evidence DEFEATS Disbelief

Day 5: Connect & Create Interest

Part 1

No.	Title
1	Making New Friends
2	Quality Compliments
3	Rapport Skills
4	Matching & Mirroring
5	Pacing & Leading
6	VAK = Visual, Auditory & Kinesthetic

Day 6: Enroll! How to Qualify & Discover Your Clients Buying Strategies

No.	Title
1	NWWAM = Needs, Wants, Wounds, Authority & Money
2	Your Qualifying Questions
3	Moving Toward or Moving Away
4	Frame of Reference & Necessity or Possibility
5	Matchers & Mismatchers
6	Sort: Completion & Convincer Strategies
7	Sorts: Big Picture vs. Details & Time vs. Cost

Day 7: Create Conviction & Test Close

No.	Title
1	Transfer Your Conviction
2	7 Steps to Creating Units of Conviction
3	Creating Conviction One Feature at a Time
4	Closes – Opinion Asking Questions
5	Key Buying Signals
6	Examples: Powerful Test Closes

Day 8: Compel! Make it Real & Assume the Sale

No.	Title
1	Tap into Your Clients Vivid Imagination
2	Provide an Experience
3	Point, Tell & Paint
4	Make It Real & Be Elegant

Day 9: Convert Objections Into Commitments

No.	Title
1	Preframing & Refocusing
2	Steps 1 - 5: Handling Objections
3	Steps 6 & 7: Align & Ask Questions
4	Step 8: Why Tom and Ed?
5	Steps 9 & 10: Test Close & Assume the Sale
6	Review: 10 Steps to Converting Objections

Day 10: Make it Easy & Create a Future

No.	Title
1	Phase 1: Engage
2	Phases 2 & 3: Enroll & Compel
3	How to Make It Easy
4	Future Pace & Referrals
5	Increasing Your Sales!

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NOTES

Congratulations!

I can't wait to hear about the impact this program has had on you and the lives you have the privilege to touch.

I hope our paths cross again soon, through another training program or at one of our live events!

www.TonyRobbins.com

"Influence is the single most important skill you can master in your lifetime."

–TONY ROBBINS

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